

# OPERATION PHOENIX



Changing Minds, Changing Hearts, Changing Culture

## Operation Phoenix – Overview



**“Suppression, Intervention, and Prevention. These are the pillars upon which we will rebuild our city out of the ashes of crime and violence, and into a shining example of peace, prosperity, and renewal.” -- Mayor Morris’ Operation Phoenix Crime-Fighting Program (published December 2005)**



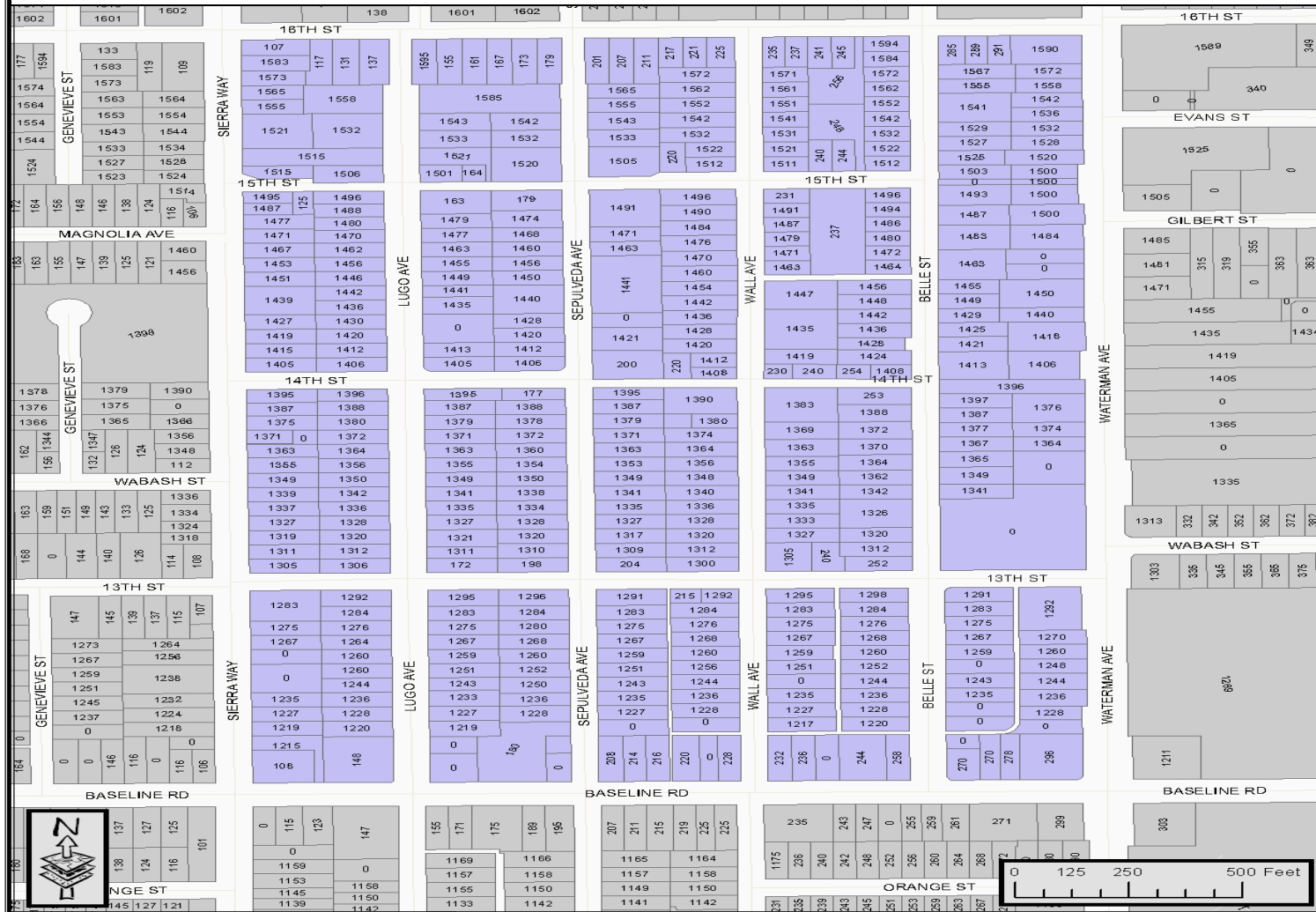
## -- OVERVIEW OF TARGET NEIGHBORHOOD --

- Physical Characteristics (map on next slide):
  - ✓ 20-block area located between Waterman Ave & Sierra Way, and Baseline Rd. & 16<sup>th</sup> St.
  - ✓ Boundaries are concurrent with Police Reporting District SR1270;
  - ✓ 287 Part 1 crimes (murders, rapes, robberies, assaults, burglaries, GTA) between Jan. 2005 and March 2006 – the highest concentration in the entire city;
  - ✓ 47% of residential properties are multi-family, 53% are single-family;
  - ✓ 40% of residential properties are owned by absentee landlords – 38% live out-of-town;
  - ✓ 852 residential units in neighborhood – 58% owned by absentee landlords
- Approximate Demographics (from CSUSB survey)
  - ✓ Median age: 36 years
  - ✓ Ethnicity: Hispanic (59%), African-American (23%), Caucasian (11%) Other (3%),  
✓ Unknown (4%)
  - ✓ Housing: Rent (74%), Own (20%), Live w/ Relatives (2.5%), Unknown (3.5%)
  - ✓ Transience: >1 year at residence (34%), 2-4 years. (31%), over 4 years (21%),  
✓ Unknown (4%)
  - ✓ Household Income: Median Income = \$17,500, Mean Income = \$21,500

# Operation Phoenix - Neighborhood Initiative



## PARCEL MAP – TARGET NEIGHBORHOOD 16th Street to Baseline Road – Sierra Ave. to Waterman Ave.



Operation Phoenix  
Target Area





# **City of San Bernardino**

## **Investment & Actions**

# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



### -- OPERATION PHOENIX CENTER --

- Economic Development Agency
- Information Technology Dept.
- Facilities Dept.
- Parks, Recreation & Community Services Dept.
- Code Enforcement Dept.

### ***Facility Leasing, Improvements & Maintenance***

- The OP Center is a 25,000 square foot leased building that provides a central location for the coordinated delivery of services and programming by participating government agencies and community organizations to the target neighborhood.
  - The OP Center provides office and work space available to the agencies and community groups to facilitate their collaboration and service delivery to the neighborhood. There is also a small grass and outdoor play area adjacent to the building.
- ✓ **Rent and Utilities = \$74,100**
  - ✓ **Facility Improvements = \$35,800**
  - ✓ **Staffing & Maintenance = \$5,400**



## -- OPERATION PHOENIX CENTER --

(cont.)

### ***Staffing, Equipment, Supplies & Programming***

- The OP Center is open Monday thru Friday, and many Saturdays.
- Programming at the OP Center has involved over 3,800 participants in activities such as: dance, sports, homework and computer classes, arts & crafts, singing, journalism, and parenting classes.
- The OP Center has a dedicated computer and homework center for after-school programming.
- The OP Center staff has facilitated many fieldtrips and extracurricular events for the youth who attend the OP Center.

✓ **Staff Time = \$76,600**

✓ **Supplies & Equipment = \$32,700**

# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



## -- OPERATION PHOENIX CENTER --

### Schedule & Weekly Activities

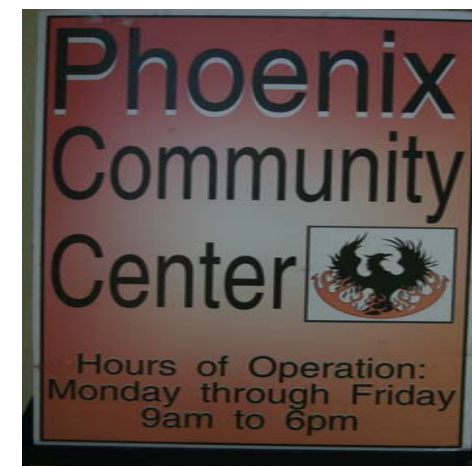
Activity	Age	Day	Time	Fee
• Open Recreation	5 – 17	M – F	9:00a.m. – 6:00p.m.	None
• Arts & Crafts	5 – 17	M – F	9:00a.m. – 5:30p.m.	None
• Computer Lab	5 – 17	M – F	9:00a.m. – 5:30p.m.	None
• Homework Club	5 – 17	M – F	2:00p.m. – 5:30p.m.	None
• <b>Out Door Activities</b>	5 – 17	M – F	4:00p.m. – 5:30p.m.	None
• <b>Fine Arts Program</b>	5 – 17	M, W	3:30p.m. – 4:30p.m.	None
• <b>Teen Hip – Hop</b>	13 – 17	M, F	3:30p.m. – 4:30p.m.	None
• <b>Kid Hip – Hop</b>	5 – 12	M, F	4:30p.m. – 5:30p.m.	None
• <b>Aerobics (Women Only)</b>	18 & Up	Tu, Th	11:30a.m. – 12:30p.m.	None
• <b>Parent &amp; Me</b>	14 – Adults	Tu, Th	1:30p.m. – 2:30p.m.	None
• <b>English Second Language (ESL)</b>	open	Tu, Th	4:00 p.m. – 5:00p.m.	None
• News Club	10 – 17	Tu, Th	4:00p.m. – 5:00p.m.	None
• Teen Club	13 – 17	W	4:00p.m. – 5:00p.m.	None
• <b>Reading for Fun</b>	5 – 17	F	3:30p.m. – 4:30p.m.	None
• <b>Eat what you Cook</b>	5 – 17	F	4:00p.m. – 5:00p.m.	None
• Birthday Club	5 – 17	Last Friday of the Month	4:00p.m.	None

*(Bold print indicates activities started in 2007)*

- Special Events: New special event each month. All ages (Monthly performances, practice M, W, Th)
- Team Sports: Seasonal (Basketball, Flag Football, & more)
- Group Games: Badminton, Dodge ball, Frisbee, Outdoor Basketball, Soccer, Volleyball (Daily)

#### Attendance:

– August	625
– September	498
– October	773
– November	654
– December	596
– January (2007)	<u>725</u>
	3,871 Total





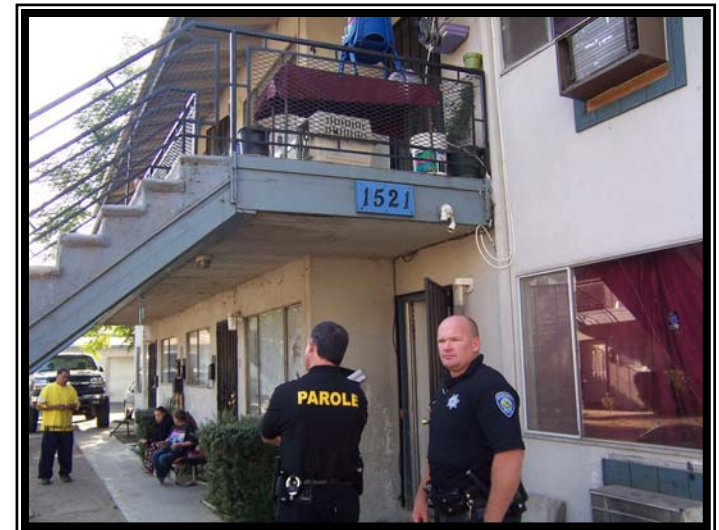
# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



## -- NEIGHBORHOOD POLICE SERVICES --

- Corridor Patrols (along Baseline and Sierra Way borders)
- Crime Impact Team Deployment
- Partnering with California Highway Patrol and Sheriff's Department.
- Multiple Enforcement Team – Intensified Patrols
- Vice - 33 Prostitution Sweeps
- Narcotics - 9 Search Warrants Served
- 3 Curfew Sweeps - Based out of Operation Phoenix Center
- Truancy Sweeps (coordinated with SBCUSD school police)
- Compliance Checks by Area Parolee Coordinator



# Operation Phoenix - Neighborhood Initiative

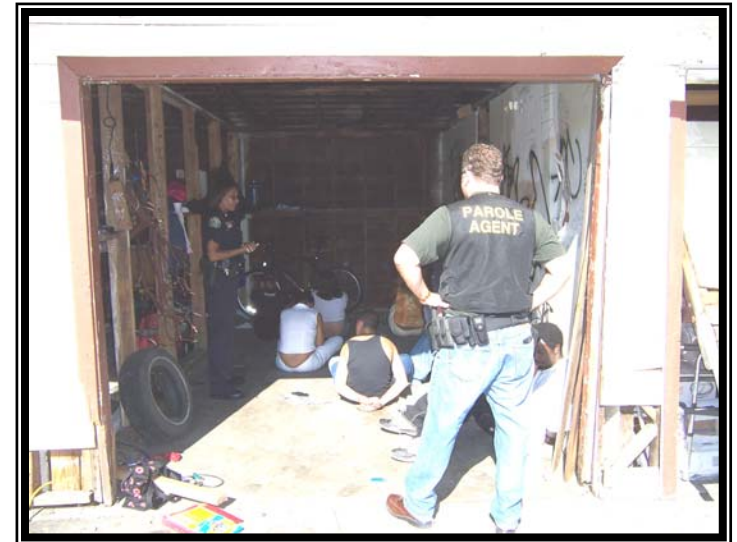
## City Investment & Actions



## -- NEIGHBORHOOD POLICE SERVICES -- (cont.)

- Assisted Partner Agencies with:
  - Code Enforcement administrative warrants
  - 187 referrals to Adult Protective Services/Child Protective Service/Domestic Violence Advocate
  - Victim/Witness Advocate Investigations
  - Blight removal / clean-up
- Area Detective and Problem Oriented Officers assisted with the closure of high calls for service properties
- Area personnel give Crime Prevention and Awareness classes at local elementary schools
- Completed Crime Free Rental Housing Training for 5 large apartment complexes
- Ongoing recruitment and development of Neighborhood Watch Block Captains

✓ **Staff Time = \$62,000**



# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



## -- NEIGHBORHOOD PHYSICAL IMPROVEMENTS --

- Public Services Dept.

- Code Enforcement Dept.

- Fire Dept.

### *City Street, Landscaping, and Lighting*

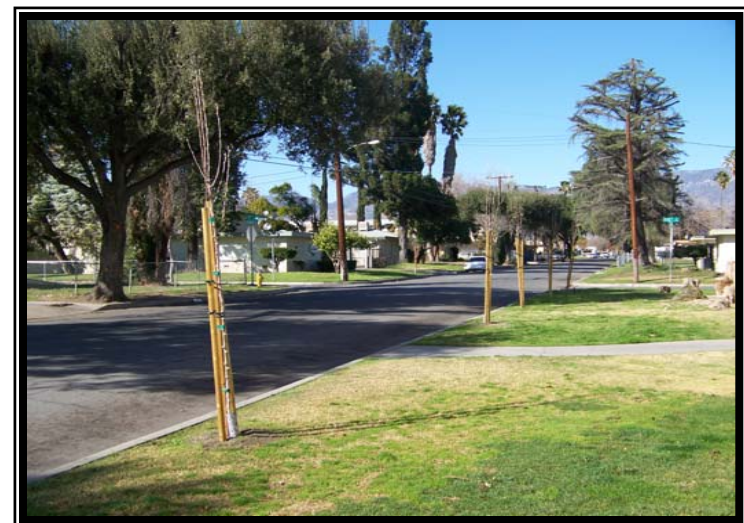
Public Services Department crews partnered with work release crews, neighborhood residents, Make-A-Difference Day volunteers, and Southern California Edison to make the following physical improvements in the neighborhood:

- 128 new street trees planted;
- extensive trimming of existing street trees;
- significant street lighting upgrades and improvements;
- street sign repair and replacement.

A total of almost 6,000 hours of labor was expended on the public improvements.

✓ **Labor & Materials = \$59,300**

✓ **Contracted Services = \$21,800**





# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



## -- NEIGHBORHOOD PHYSICAL IMPROVEMENTS --

(cont.)

### ***Code Inspections, Enforcements & Clean-ups***

- Since July 2006, the Code Enforcement Department organized and led several multi-agency sweeps of high calls for service properties, conducted 761 property inspections, issued 120 citations, and towed 15 inoperable vehicles in the targeted neighborhood.
  - The department recovered fees for 55 administrative citations, 4 hearing orders, and 26 vehicle tows.
  - Code Enforcement staff has also partnered with Los Padrinos, residents, and other organizations to conduct various property clean-ups throughout the neighborhood.
- ✓ **Staff Time = \$73,800**
- ✓ **Materials = \$3,800**
- ✓ **Recovered Fees & Fines = (\$45,700)**



# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



**Before**



**After**





# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



**Before**



**After**





# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



**Amber Court Apartments**

**[256 calls for service in year prior to closure]**

# Operation Phoenix - Neighborhood Initiative

## City Investment & Actions



## -- NEIGHBORHOOD CAPACITY BUILDING --

- Economic Development Agency

- Code Enforcement Department

### ***Block Parties & Neighborhood Watch Organizing***

- Block parties have been conducted at various intersections throughout the neighborhood to facilitate neighbor-to-neighbor interaction and expose residents to services, resources, and opportunities available at the Operation Phoenix Center.
- Increased community activism sparked by the block parties has helped lay the foundation for creation of a neighborhood watch program currently underway.

✓ **Labor & Materials = \$11,100**



## -- NEIGHBORHOOD CAPACITY BUILDING --

(cont.)

- ***Permanent Community Center & Gym***

The Operation Phoenix Foundation has been working with the First Church of the Nazarene to design and construct a new permanent community center and gymnasium. The project will be built with donated funds, labor, and materials. The community center will support the ongoing Operation Phoenix services and programming for the target neighborhood and surrounding area.

✓ **Design Costs = \$4,000**

- ***Operation Phoenix Foundation***

To help sustain Operation Phoenix in the target neighborhood, and to expand Operation Phoenix to other areas of the city, a nonprofit foundation has been established. To date over \$350,000 in cash and donations has been received or pledged.

✓ **Organizing and Grant Writing = \$6,000**





**County of San Bernardino  
and  
San Bernardino City Schools  
Investment & Actions**

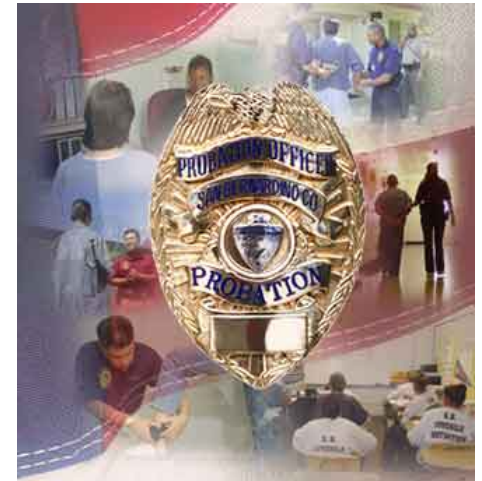
# Operation Phoenix - Neighborhood Initiative

## County Investment & Actions



### -- PROBATION DEPARTMENT --

- Several Juvenile Probation Officer caseloads consolidated into one Juvenile Probation Officer 3.5 days per week/one night shift per week for better coordination with Operation Phoenix partner agencies.
- One Full-Time Adult Probation Officer assigned to the area before Operation Phoenix started.
- From June 2006 to January 2007, 46 arrests and 400 contacts have been made with both juveniles and adults. In June 2006 there were 80 adult probationers in the target area, that number has dropped to 15; however, the caseload is fluid as cases are opened and closed.
- By maintaining high visibility, conducting field contacts and arrests, the Probation Department has contributed to the reduction of crime in the area
- Probation has more resources for probationers through the networking and collaboration.
- In the area of prevention, the Probation Department has provided parenting classes for multiple families in the Operation Phoenix area.
- New relationships were forged with other agencies and existing relationships were strengthened.
- Parenting classes



✓ **Total Cost of Contribution = \$0 (No Cost Impact-Existing Caseload Activity)**

# Operation Phoenix - Neighborhood Initiative

## County Investment & Actions



### -- DISTRICT ATTORNEY'S OFFICE --

- Deputy DA does Community Oriented Prosecution including: 1) problem solving with partner agencies on public safety and quality of life issues, 2) developing interagency prevention, intervention and enforcement strategies in targeted geographic areas, and 3) integrating proactive approaches to root causes of crime and reactive approaches, arrest, and prosecution.
- The prosecutor plays a role in response to community initiatives and activities involving other criminal justice agencies, increased emphasis on levels of crime, and interest among residents in contributing to the efforts aimed at addressing disorder in the community.
  - ✓ One half-time Deputy DA = \$110,903 (salary & benefits)
  - ✓ One .15 FTE Chief Deputy DA = \$23,348 (salary & benefits)
- The Victim Advocate provides emergency counseling, referrals and intervention to 25 victims of crime from the Operation Phoenix area.
  - ✓ One full-time Victim Advocate II = \$ 43,927 (salary and benefits)
- ✓ **Total Contribution from County General Fund = \$178,178**



# Operation Phoenix - Neighborhood Initiative

## County Investment & Actions



## -- DEPARTMENT OF BEHAVIORAL HEALTH --

- 14 DBH Staff assigned representing six different DBH programs including: 1) Children's Crisis Response Team, 2) Alcohol and Drug Services, 3) Homeless Program, 4) Vista Guidance Centers, 5) Mental Health Services Act, and 6) Phoenix (Adult and Children's) Clinic on Gilbert Street.
- DBH Staff participate in: 1) Operation Phoenix Headquarters Staffing, 2) Street Team Meetings, 3) Code Enforcement Sweeps, and, 4) Operation Phoenix Block Parties.
- Coordinated with SBPD on 24 calls for children needing emergency psychiatric services and evaluations.
- Coordinated with City Fire, City Schools, and Probation, to develop a program for juvenile fire setters.
- "Ride-A-Longs" with SBPD to outreach to the homeless.
- Implemented environmental alcohol and other drug prevention strategies in collaboration with SBPD Vice Unit and Public Health.



✓ **Total Contribution from State and Federal Funds = \$125,134**

✓ **58.5 hours per week of staff time = \$49,808 (year to date)**

✓ **48 Face-to-Face contacts @ \$1,569.29 per contact = \$75,326 (year to date)**

# Operation Phoenix - Neighborhood Initiative

## County Investment & Actions



## -- DEPARTMENT OF PUBLIC HEALTH --

- One part-time Public Health Nurse and One part-time Supervising Public Health Nurse assigned to Operation Phoenix.
- 91 cases opened from June 2006 through January 2007.
- 327 clients served/127 minors and 200 adults.

✓ **Total Contribution from State and Federal Funds = \$30,033**





# Operation Phoenix - Neighborhood Initiative

## County Investment & Actions



### Collaboration:

- Public Health
- District Attorneys' Office
- Police Department



## Operation Phoenix - Neighborhood Initiative

### County Investment & Actions



## -- DEPARTMENT OF CHILDREN'S SERVICES --

- DCS professional staff participated in Street Team meetings and Operation Phoenix headquarters staffing 2.5 days per week. DCS staff are also available for and involved in consultation and support to other members of Street Team, Code Enforcement Sweeps, attendance and support of Operation Phoenix block parties, and available to assist residents of the Phoenix area for referrals for service.
  - Responded to 21 referrals for child abuse and neglect since September 14, 2006, and provided voluntary family maintenance services to two families requiring additional services.
  - Two geographically staffed units of SSPs have been assigned to the 92404 zip code area to implement Family to Family. This area was chosen due to the exceptionally high volume of child abuse reports. DCS is working toward the development of community partnerships to work collaboratively on behalf of children and families and for increased foster care placement resources in the area. Team Decision Making will begin on March 5th for 92404.
- ✓ **Total Contribution from State and Federal Funds = \$28,800**
- ✓ **One full-time Social Services Practitioner (SSP) assigned = \$0 (no cost impact - existing caseload activity)**
  - ✓ **Additional cost related to Operation Phoenix coordination activities = \$28,800**





# Operation Phoenix - Neighborhood Initiative

## County Investment & Actions



### -- CHILDREN'S NETWORK / CHILDREN'S FUND -- and -- FIRST 5 SAN BERNARDINO --

- 20% of Children's Network Officer's time committed Operation Phoenix coordination activities including facilitation of Street Team and Steering Committee meetings.

✓ **Staff Cost Allocation = \$21,000 (salary & benefits)**

- Arranged for County surplus property, i.e. furniture, for Operation Phoenix Headquarters (Children's Network).
- \$10,000 dedicated to Operation Phoenix through Daily Referral Activity (Children's Fund).
- 400 Christmas toys donated to families in the Operation Phoenix area (Children's Fund).
- First 5 developed a resource center at Operation Phoenix headquarters. No First 5 or County dollars contributed to the resource center development.

✓ **Total Contribution from County General Fund = \$21,000**

✓ **Total Contribution from County Children's Fund = \$10,000**



## Operation Phoenix - Neighborhood Initiative

### City Schools Investment & Actions



## -- SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT --

- Between June 2006 and January 2007, San Bernardino City Unified School District Case Managers provided 63 hours of service to operation Phoenix including participation in meetings and multi-agency sweeps.
- Case Managers made contact with 51 families and 115 students, 30 of those families received referrals for services, 34 students contacted were either not enrolled in school or had attendance issues.
- SBCUSD provided workshops at Operation Phoenix Headquarters on financial literacy and employment skills.



✓ **Total Contribution from SBCUSD = N/A**



# **Community and Non-Profit Organizations**

## **Investment & Actions**



## -- VICTORY OUTREACH OF SAN BERNARDINO --

### **Victory Resource Center of San Bernardino**

- Operates many programs that serve youth in the City of San Bernardino. Since the commencement of Operation Phoenix, the Victory Outreach Center has made a focused effort to bring the following youth programming to the target neighborhood:
  - Character Development Classes
  - Life Skills
  - Leadership Development
  - Gang Prevention Group
  - Drug/Alcohol Counseling
  - Community Service
  - Tutoring/Academic Enhancement
  - Sport Activities
  - Recreation & Sports Activities
  - Mentoring
  - Court Anger Management
  - GED Prep Courses
  - Occupational Skills Training
  - Guidance & Counseling
- Since June 2006, the Victory Outreach Center has provided 9,287 hours of services to 312 youths.

## Operation Phoenix - Neighborhood Initiative Community and Nonprofit Investment & Actions



### -- LOS PADRINOS YOUTH SERVICES --

- Summer work program:
  - 13 Youth Del Rosa area;
  - 14 Youth Martin Luther King area; and
  - 26 Youth Operation Phoenix area.
- Fencing, sprinklers, and hydro seeding of Operation Phoenix park area.
- Set up and take down for Neighborhood events.
- Trash, weeds and graffiti removal.
- Passing out flyers and newsletters.



### -- SAN BERNARDINO COUNTY FOOD BANK --

- Provided food for Neighborhood Celebrations (block parties).
- Provided food for Thanksgiving dinner.
- Provided food for Operation Phoenix Center food bank and snacks for children at the center.

## -- FIRST CHURCH OF THE NAZARENE --

- Assisted with Neighborhood Celebrations (block parties)
- Assisted with Christmas Toy Give Away
- Assisted with Thanksgiving Dinner
- Held community events
- Future site of Neighborhood Community Center with Gym and two classrooms
- Saturday food giveaways and community events





# Operation Phoenix - Neighborhood Initiative

## Community and Nonprofit Investment & Actions



## -- NEIGHBORHOOD HOUSING SERVICES --

### Make A Difference Day - October 28, 2006

- Volunteers worked from 7 am to 1 pm working in 16 blocks. Six roll-off trash bins were placed throughout the area and each bin was dumped and replaced at least 3 times.
- 25-35% of neighborhood residents participated.
- Flyers were handed out door-to-door regarding home improvement grant programs and lead base paint.
- Los Padrinos dumped at least 100 tires and 12 televisions.
- Shrubs/trees were cut and alleys cleared.
- Children under 12, planted seeds at Operation Phoenix center to take home.





## **-- YOUNG VISIONARIES YOUTH LEADERSHIP ACADEMY --**

### **Programs & Activities**

- A.R.T.S. for Youth Program
- Forward Focus Leadership Program
- Youth Violence Prevention Program
- Computer and Keyboard Literacy Program
- Youth/Family Empowerment & Resource Fair
- Job Training and Job Placement Seminar
- Christmas Toys for Needy Children & Families
- Strike Against Violence Emerging (S.A.V.E.) Community Bowling Tournament
- Inland Empire Peace and Justice Community Summit
- Young Visionaries SB Youth Justice Coalition Training
- Young Visionaries Youth Free Day "A Special Place" Children's Museum
- Young Visionaries Youth Peace Summit
- Fieldtrip for 100 Youth to the Los Angeles Angels of Anaheim Game



# Operation Phoenix - Neighborhood Initiative

## Community and Nonprofit Investment & Actions



## -- DONORS TO OPERATION PHOENIX NEIGHBORHOOD EVENTS --

### DONOR

- Stater Brothers' Markets
- Papagayous
- Myagi Sushi
- Local meat wholesaler (anonymous)
- First Presbyterian Church
- Inland Flowers
- San Manuel Band of Mission Indians
- Boo Boo the Clown
- Imagine Systems, Inc.
- Fiesta Village
- Empire Wrestling Federation
- Sinfonia Mexicana
- Southern California Edison
- Del Rosa Bowling Lanes
- San Bernardino Symphony Orchestra
- Outback Steakhouse
- Glenn Baude

### CONTRIBUTION

Food for neighborhood events

Raffle prizes

Raffle prizes

Meat for neighborhood events

Use of facility

Television

Toys for Christmas give away

Free Face painting

Hp Photo Printer

Coupons and performances by mascots

Wrestling shows at neighborhood events

Raffle prizes

Angel's tickets for raffle prizes

Tickets for free bowling

Tickets for raffle

Catered grand opening

Color television for raffle

**STATER BROS.**

**SAN MANUEL**  
BAND OF MISSION INDIANS



Many individuals have also donated significant time and effort to Operation Phoenix events.



# **Outcomes and Successes & Cost Summary**

# Operation Phoenix - Neighborhood Initiative

## Outcomes & Successes – Quantitative Improvements



### -- UCR PART-1 CRIME STATISTICS --

Operation Phoenix Area – Jun. 10 to Dec. 31, 2006

Crime	Jun-Dec 2005	Jun-Dec 2006	Change	% Change
Murder	1	0	-1	-100.00%
Rape	0	0	0	0.00%
Robbery	17	20	3	17.65%
Assault	27	20	-7	-25.93%
Burglary	27	12	-15	-55.56%
Theft	31	13	-18	-58.06%
GTA	30	18	-12	-40.00%
<b>Total</b>	<b>133</b>	<b>83</b>	<b>-50</b>	<b>-37.59%</b>

Statistical crime data presented in this report reflects incidents known to the San Bernardino Police Department at the close of the reporting cycle (usually, the 15th day of the next month). Reporting is based on guidelines provided by the California Department of Justice (CADOJ) and the Federal Bureau of Investigation (FBI).

Phoenix Area encompasses Police RD: S1270

Jan 24, 2007 50150

# Operation Phoenix - Neighborhood Initiative

## Outcomes & Successes – Quantitative Improvements



### -- UCR PART-1 CRIME STATISTICS --

#### Citywide – 2005 vs. 2006 Comparative

Crime	Jan-Dec 2005	Jan-Dec 2006	% Change
Murder	58	46	-20.69%
Rape	70	50	-28.57%
Robbery	905	904	-0.11%
Assault	1520	1017	-33.09%
Burglary	2529	2135	-15.58%
Theft	5549	4708	-15.16%
GTA	3199	2917	-8.82%
<b>Total</b>	<b>13830</b>	<b>11777</b>	<b>-14.84%</b>

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Feb 11, 2007 50150

# Operation Phoenix - Neighborhood Initiative

## Outcomes & Successes – Quantitative Improvements



### -- UCR PART-1 CRIME STATISTICS --

**Citywide – Jul. 1 to Dec. 31 – 2005 vs. 2006 Comparative**

Crime	Jul-Dec 2005	Jul-Dec 2006	% Change
Murder	33	15	-54.55%
Rape	32	23	-28.13%
Robbery	518	449	-13.32%
Assault	914	481	-47.37%
Burglary	1271	1108	-12.82%
Theft	2757	2213	-19.73%
GTA	1674	1390	-16.97%
<b>Total</b>	<b>7199</b>	<b>5679</b>	<b>-21.11%</b>

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Feb 11, 2007 50150

# Operation Phoenix - Neighborhood Initiative

## Outcomes & Successes – Qualitative Improvements



### -- CSUSB NEIGHBORHOOD SURVEY --

(cont.)

#### Perception of Neighborhood Safety

	% May <u>2006</u>	% January <u>2007</u>	% <u>Change</u>
<b>Somewhat Unsafe</b>	39.3	24.3	-15.0
<b>Very Unsafe</b>	33.8	11.4	-22.4
<b>Somewhat Safe</b>	19.7	49.4	+29.7
<b>Very Safe</b>	4.9	9.0	+4.1
<b>Missing</b>	2.3	5.9	+3.6



**-- CSUSB NEIGHBORHOOD SURVEY --**  
(cont.)

**Perception of Neighborhood Status**

	% May <u>2006</u>	% January* <u>2007</u>	% <u>Change</u>
<b>Stayed about the same</b>	40.2	38.9	-1.3
<b>Become a worse place</b>	39.0	10.6	-28.4
<b>Become a better place</b>	9.8	46.7	+36.9
<b>Missing</b>	11	8.2	-2.8

\*(Jan respondents must have lived at address 9 months or longer)



**-- CSUSB NEIGHBORHOOD SURVEY --**  
(cont.)

**Neighborhood Commitment (1 year)**

	% May <u>2006</u>	% January <u>2007</u>	% <u>Change</u>
<b>Somewhat Likely</b>	28	33.3	+5.3
<b>Somewhat Unlikely</b>	27.2	20.4	-6.8
<b>Very Unlikely</b>	21.1	12.5	-8.6
<b>Very Likely</b>	16.8	30.2	+13.4
<b>Missing</b>	6.9	3.5	-3.4





**-- CSUSB NEIGHBORHOOD SURVEY --**  
(cont.)

**Police Dealing with Neighborhood Problems**

	% May <u>2006</u>	% January <u>2007</u>	% <u>Change</u>
<b>Average</b>	28.9	27.8	-1.1
<b>Below Average</b>	21.1	9.4	-11.7
<b>Bad Job</b>	13.6	3.9	-9.7
<b>Outstanding</b>	13.6	20.8	+7.2
<b>Above Average</b>	11.8	19.6	+7.8
<b>Missing</b>	11.0	18.4	+7.4

# Operation Phoenix - Neighborhood Initiative

## Outcomes & Successes – Qualitative Improvements



### -- CSUSB NEIGHBORHOOD SURVEY --

(cont.)

#### Severity of Problems in Neighborhood Ranking & Increase or Decrease in Severity

	<u>May</u>	<u>Jan</u>	
Public use of drugs & alcohol	1	2	-1
Street drug dealing	2	1	+1
Neighborhood crime	3	11	-8
Trash in streets	4	7	-3
Rowdy groups of people in streets	5	9	-4
Gangs	6	4	+2
Speeding, not stopping	7	3	+4
Prostitution	8	5	-3
Neighborhood theft	9	13	-4
Neighborhood fighting	10	15	-5
Lack of recreation sports for children	11	18	-7



**-- CSUSB NEIGHBORHOOD SURVEY --**  
(cont.)

**Severity of Problems in Neighborhood  
Ranking & Increase or Decrease in Severity (cont.)**

	<u>May</u>	<u>Jan</u>	
Vandalism	12	17	-5
Street lighting	13	14	-1
Homes needing repair	14	6	+8
Panhandling	15	8	+7
Broken sidewalks	16	12	+4
Tall weeds or grass	17	24	-7
Lack after school programs for children	18	21	-3
Stray animals	19	10	+10
Burglary	20	26	-6
Graffiti	21	16	+5
Public urination	22	20	+2

## Operation Phoenix - Neighborhood Initiative

### Outcomes & Successes – Qualitative Improvements



## -- CSUSB NEIGHBORHOOD SURVEY --

(cont.)

### Severity of Problems in Neighborhood Ranking & Increase or Decrease in Severity (cont.)

	<u>May</u>	<u>Jan</u>	
Loud parties	23	25	-2
Motor vehicle theft	24	29	-5
Street Mugging	25	27	-2
Mentally ill on streets	26	22	-4
Abandoned buildings, vacant lots	27	28	-1
Children with guns	28	30	-2
Truancy	29	23	+6
Police stopping people without reason	30	19	+11
Abandoned cars	31	31	0
Child abuse	32	32	0



**-- CSUSB NEIGHBORHOOD SURVEY --**  
(cont.)

**Top Three Needs Initially Identified  
by Percent of Respondents**

	<u>May</u>	<u>January</u>
More Police	26.9	16.5
Street Lighting	19.9	13.7
Trash in Streets	15.3	11.0
Street Drug Dealing	12.1	5.9
Speeding/Not stopping	6.4	8.2



**-- Neighborhood Survey by CSUSB –  
(cont.)**

**Citizen Comments from January Survey**

“Did see improvement in neighborhood!”

“Crime is down, our street looks much better, we were going to move, but now we are staying”

“The area is getting much better, lets keep it going”

“This is a good town, it just needs some help”



## Operation Phoenix - Neighborhood Initiative Outcomes & Successes – Business Community



### -- POSITIVE BUSINESS COMMUNITY PERCEPTIONS --

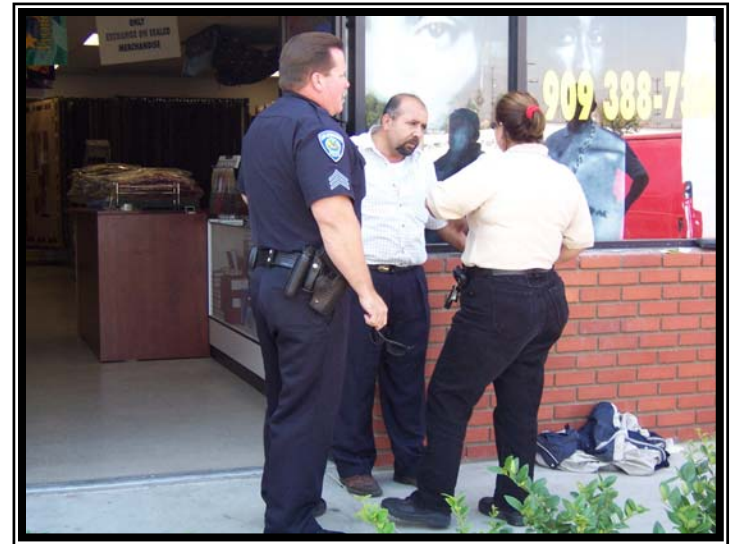
"I feel much more comfortable in the neighborhood. We have noticed more families on the streets at night again, and we have noticed a definite increase in business.

While my business is not in the area, we are experiencing the benefits of Operation Phoenix. Its affects radiate into the surrounding area."

*- Linda Sutherland, Owner, Fun Corner*

"I have noticed more customers at night again. I believe it's due to Operation Phoenix and especially the increased presence of officers on the street. We need more officers on the street to keep this up. I like seeing all of the officers from the SBPD, CHP, and SBSO."

*- Lisa Maazzel, Owner, Alfredo's Restaurant*



# Operation Phoenix - Neighborhood Initiative

## Outcomes & Successes – Intergovernmental Collaboration



### -- IMPROVED INTERGOVERNMENTAL COLLABORATION --

- **Street Team Collaborative – How it works and the benefits**
- **Collaboration Examples:**

**“Operation Phoenix is the perfect model for crime victim service delivery.”**  
**- Marilyn Kimball, Victim Witness Coordinator**

**Public Health Example:** *A Public Health Nurse (PHN) met this family during an Operation Phoenix Multi-Agency Sweep. Both the mother and the father were working but the family didn't have health insurance. A referral was made to the Welfare Department to determine if the family would qualify for Medi-Cal, but they did not qualify. The PHN had discovered that one of the children had failed an eye exam for school. The family was referred to Lenscrafter's Vision Care, who had volunteered their services through Operation Phoenix. Lenscrafter's was able to provide services to the child and the rest of the family.*

**City Schools Example:** *A family identified in one of the sweeps had a wheelchair bound elementary child with a severe (end stage) degenerative disease, who was not enrolled in school. Because of code enforcement issues, the family was temporarily relocated to a hotel until the landlord remedied the problems. As part of the post-sweep assessment, the family was identified as needing multiple services. Through coordinated intervention and case management: the child returned to school, a wheel chair ramp was placed at the apartment, and the family has been connected with the appropriate agencies to provide on-going services.*

- **Benefits to District Attorney's Office**

# Operation Phoenix - Neighborhood Initiative

## Cost Summary



### -- CITY COST SUMMARY (cont.) --

<b>TOTAL EXPENDITURES</b>	<b><u>Cost through 1/31/07</u></b>
Hard Costs	\$197,400
Soft Costs	\$298,600
	-----
<i>Subtotal</i>	<i>\$496,000</i>
Less Code Enforcement Revenues*	(\$45,700)
	-----
<b>NET ESTIMATED EXPENDITURES</b>	<b>\$450,300</b>
<b>EXPENDITURES BY FUNDING SOURCE</b>	
• NIP	\$236,600
• General Fund	\$171,200
• CDBG	\$62,200
• IT Fund	\$14,400
• Police Gang/Drug Fund	\$5,300
• Refuse Fund	\$3,800
• Housing Fund	\$2,500

\* Additional Code Enforcement in the target neighborhood resulted in \$45,730 in additional revenues from inspection fees and fines for code violations.

# Operation Phoenix - Neighborhood Initiative

## Cost Summary



### -- COUNTY COST SUMMARY --

<u>County Department</u>	<u>Cost through 12/31/06</u>	<u>Funding Source</u>
• Behavioral Health	\$125,134	State & Federal
• Children's Fund	\$10,000	County Children's Fund
• Children's Network	\$21,000	County General Fund
• Children's Services	\$28,800	State & Federal
• First 5 Commission	\$0	--
• District Attorney	\$178,178	County General Fund
• Probation	\$0	--
• Public Health	\$30,033	State & Federal
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<b>TOTAL EXPENDITURES</b>	<b>\$393,145</b>	



## -- SUSTAINING THE NEIGHBORHOOD INITIATIVE --

- Initially designed as a year-long pilot program. This report was provided earlier at the request of the Common Council.
- The Operation Phoenix Steering Committee is currently working on developing a sustainability plan.
- **Sustainability Plan - Objectives**
  - Avoid “backsliding” by ensuring progress in reducing crime in the target neighborhood is maintained and continues to improve:
    - Maintain and strengthen the intergovernmental, nonprofit, and community partnerships created through the initiative;
    - Maintain program components at a level required to continue reducing crime in the target neighborhood, while minimizing ongoing costs.
    - Continue to develop and utilize assets and resources in the target neighborhood and surrounding area that reduce the need for ongoing governmental support.
  - Leverage public resources and funds to the greatest degree possible, without compromising the above objectives, by continuing to develop outside support and resources through the Operation Phoenix Foundation.



## -- EXPANDING THE NEIGHBORHOOD INITIATIVE --

- **How Initial Target Neighborhood Selected**

- Data driven selection process to ensure scarce public resources were spent in area that would have the greatest impact in reducing crime.
- Began with crime data - looked at Police Reporting Districts with highest Part I Crimes.
- Cross referenced five highest Part I Crime Reporting Districts with code enforcement data, caseload data from all relevant county service agencies (Probation, District Attorney, Public Health, Behavioral Health, Children's Services), and data from public schools that serve the identified Reporting Districts.
- Based on all data, the Reporting District with the highest Part I Crimes, was also the area identified by code enforcement, the county agencies and the school district as the area where they have the highest caseload demand, calls for service, and problems.





## -- EXPANDING THE NEIGHBORHOOD INITIATIVE --

(cont.)

- **Recommended Criteria for Expansion:**

- Identification of additional target neighborhoods should be data driven.
- Data used in selection process of target neighborhoods should include data from partner governmental agencies to ensure partnerships are maintained.
- Plan for target neighborhood should be tailored to the particular characteristics, environment, and assets of the neighborhood.
  - Neighborhood Initiative is not a “one size fits all” strategy.
  - Tailoring requires:
    - Identifying current and potential assets in the target neighborhood;
    - Consulting with partner agencies to identify how plan would concurrently meet their objectives;
    - Creating partnerships with community and neighborhood-based organizations that can sustain the crime-reduction progress made through the governmental collaboration.